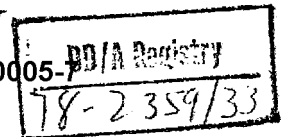


CONFIDENTIAL

Approved For Release 2001/08/22 : CIA-RDP81-00142R000700060005-7



11 AUG 1978

MEMORANDUM FOR: Deputy Director for Administration

FROM : F. W. M. Jarney
Director of Personnel

SUBJECT : Status of Action Items from your 11 July 78
Memorandum on CT Recruiting for DDO

You identified 15 action items in subject memorandum. The following is a status report keyed to the appropriate paragraphs of your memorandum.

Paragraph 3a requested a review of the records of the members of the last three CT classes. Mr. Fitzwater sent these results forward to you on 13 July 1978. A copy of his memorandum is attached at Tab A (see paragraph 1a of that memo plus attached statistics). The results were inconclusive.

Paragraph 3b requested the DDO to prepare a new statement of CT applicant qualifications. A copy is attached at Tab B.

Paragraphs 3c, 3d and 3e all concerned actions involving advertising and the advertising firm [REDACTED]. The Associate DDA and the Office of Personnel visited the [REDACTED] firm. The results of these actions are in the advertising company's prospectus attached at Tab C.

25X1A

25X1A

Paragraph 3f requested that the DDO prepare a generalized statement of a case officer's duties to be used by field recruiters in their initial interviews. This is attached at Tab D.

Paragraph 3g asked the Office of Training to author a scenario as to how best to develop an applicant's interest in serving in the DDO. This is attached at Tab E.

May be downgraded to
ADMIN-INTERNAL USE ONLY
when separated from
attachments.

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Paragraph 3h directed a review of our current listing of professional societies to ensure the most inclusive possible recruiter attendance. You reviewed this tome during the week of 24 July.

Paragraph 3i requested that we institute action with OGC to restore the hiring benefit of shipping household effects to Washington, D. C. for DO CT's. OGC has had this action since the week of 11 July. As of 0930 on 11 August, OGC says they will have a position today. Should it be negative, we will approach the Civil Service Commission to have DDO CT's declared a "hard to get" category.

Paragraph 3j questioned the average lead time between initial applicant interview in the field and locally taking the first part of the PATB. We were also asked to determine whether applicants for other agencies were tested simultaneously. The answers to these questions were contained in paragraph 4 of my 24 July memorandum to you, attached at Tab F. The recruiters understand that DDO CT's will all be expedited.

Paragraph 3k on reinstating the testing of DDO CT applicants in the field for Part I of the PATB has been accomplished, as noted in the D/TR's memo dated 13 July (see paragraph 4, attached at Tab A).

On paragraph 3l, we have been using in-grade hiring rates since 6 July.

Paragraph 3m directed the Office of Personnel to contact the Department of State concerning their recent experience in the recruitment of potential Foreign Service Officers. The report was furnished to you directly by memorandum dated 17 July from Chief, WARO. A copy is attached at Tab G.

Paragraph 3n concerned the use of DCD [REDACTED] in approaching private sector firms to obtain recruitment referrals. Both Divisions have sent appropriate cabled instructions to their [REDACTED]

25X1A

25X1A

In paragraph 4 you asked the Office of Personnel to consult with the Director of Security on the "Confidential Correspondents" Program for applicability to the CT recruitment problem. I sent you this report under separate cover on 8 August 1978 and a copy is attached at Tab H.

25X1A

[REDACTED]
P. W. M. Janney

Atts

As stated.

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STATINTL

Approved For

0060005-7

August 3, 1978

STATINTL

Dear Alec:

Attached please find our suggestions for the "Young Professional" recruitment campaign discussed when we met with you and your associates.

The recommendations include sample copy and layouts, proposed media and suggested research methodologies for testing copy. As we did not have a budget allocation with which to work, we are not able at this time to propose advertisement dimensions or media schedules. We believe, however, that the dimensions of CI-5165 which ran in the New York Times on April 2nd, approximates the size advertisement which should be considered. These suggestions are preliminary ones, and will require input from [REDACTED] Mr. Malanick and yourself before proceeding.

As I indicated when we last spoke I will be out of town until August 21st. If you would like to discuss the proposal prior to my return, please feel free to contact either [REDACTED]

I look forward to speaking with you upon my return.

Best regards,

Account Executive

Attachment

cc: [REDACTED]

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STATINTL

STATINTL

STATINTL

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
UNCLASSIFIED		CONFIDENTIAL	
Approved For Release 2001/08/22 : CIA-RDP81-00142R000700060005-7			
OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
1	Mike Malachuk		
2	[REDACTED]		
3	Deputy Director of Personnel		
4	Ben		
5	Let's discuss.		
6	Let's discuss.		
ACTION		DIRECT REPLY	PREPARE REPLY
APPROVAL		DISPATCH	RECOMMENDATION
COMMENT		FILE	RETURN
CONCURRENCE		INFORMATION	SIGNATURE
Remarks:			
<p>Let's get together talk about this. We can't take months to run a survey - we need action now to fill a funding class</p>			
FOLD HERE TO RETURN TO SENDER			
FROM: [REDACTED]		NO.	DATE
		15	AUG 1978
UNCLASSIFIED		CONFIDENTIAL	SECRET

DDA Registry
File Training 3-1

STATINTL

STATINTL

FORM NO. 237 Use previous editions (40)

Distribution:

Orig - DD/OPw/atts (by hand 8/21)

① - DDA Subject w/o atts

DDA 78-2359/33, Memo for DDA from D/OP, 11 August 78,
Subject: Status of Action Items from your 11 July 78
Memorandum on CT Recruiting for DDO.

☐ UNCLASSIFIED

☐ INTERNAL
ONLY

☐ CONFIDENTIAL

PRIORITY

Approved For Release 2001/08/22 : CIA-RDP81-0012R000700060005-7
ROUTING AND RECORD SLIP

SUBJECT: (Optional)

CT Recruiting for DDO

Form No. 160 Use Previous Editions

(13)

FROM:

Director of Personnel
5 E 58 HQ

EXTENSION

NO.

DATE

11-AUG 1978

TO: (Officer designation, room number, and building)

DATE

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment)

1. Executive Officer, DDA

8/11

2/11

2. Associate DDA

14 AUG 1978

2/11

3. Deputy Director for
Administration

4.

STATINTL

5.

6.

7.

8.

9.

STATINTL

10.

11.

12.

13.

14.

15.

Jack:

I haven't had a chance to discuss the

proposal yet but of course what I think it does is we should hold off until everyone (including the DDI) understands what is involved. Will be back

14 AUG 1978

FORM 3-62

610

USE PREVIOUS EDITIONS

☐ SECRET

☐ CONFIDENTIAL

☐ INTERNAL
USE ONLY

☐ UNCLASSIFIED

Approved For Release 2001/08/22 : CIA-RDP81-00142R000700060005-7

Central Intelligence Agency
"Young Professional" Recruitment Campaign

August, 1978

CONTENTS

SECTION I

THE COMMUNICATIONS PROGRAM

SECTION II

CREATIVE WORK

SECTION I: THE COMMUNICATIONS PROGRAM

OBJECTIVE

The objective of the "Young Professional" campaign is to recruit 60 candidates semi-annually who are qualified for inclusion in the officers training program.

TARGET MARKET

The target audience is persons between the ages of 25 and 35 who are college graduates; who have some work experience and have preferably lived abroad; and who are dissatisfied with their current employment situation and are looking for an alternative, rewarding career.

CREATIVE STRATEGY

Copy content and style is extremely important because of the unique nature of a career offering by the Central Intelligence Agency. The advertisement must provoke consideration of a CIA career by as many potentially suitable candidates as possible while it also filters out those who would be unsuitable for Agency work. It must communicate the seriousness and importance of a CIA career, while it also avoids stimulating controversial reaction from the public and the media.

The copy must, on the one hand, include all of the basic qualifications which the successful applicant must meet; include a general description of the nature of the positions offered; and also communicate the less concrete, more psychological and emotional characteristics which the CIA is seeking in the prospective candidate.

On the other hand, the copy must make reference to what a CIA career has to offer, or promise, to the applicant. It must offer the opportunity of commitment and service, of satisfaction and rewards, of security and excitement, of challenge and learning.

COPY-TESTING

Several methods of testing copy are available to insure that the final product includes and/or implies all of the elements required to reach and attract suitable candidates. We believe that copy-testing should be an integral part of implementing the "Young Professional" campaign because of its somewhat unusual nature.

Focus Groups

The most reliable research method for testing copy prior to publication is focus group sessions, for which participants are individually selected based on given criteria. The group discussion is directed by an experienced leader and a discussion outline/questionnaire is prepared prior to the sessions. This method is particularly desirable in the case of the "Young Professional" campaign because it enables one to probe the feelings of, and elicit reactions from, members of the target audience.

A focus group session would consist of two parts: Part I would be exploratory and would include a general discussion of Government Agencies (FDA, CIA, EPA, etc.) to elicit attitudes about their operations, value to the public, desirability as potential employers, etc; discussion of sources to which participants would refer when seeking employment; what elements of a recruitment advertisement would intrigue or attract them. Part II would be the presentation of sample advertisements for the "Young Professional" campaign for spontaneous reaction and leader-directed discussion.

Part I of the focus session serves two purposes. First, it would provide feedback for copywriting from the point of view of the prospective applicant

and might elicit discussion of recruitment techniques and postures, not previously considered, which would attract desirable candidates. Second, it allows the group leader to evaluate the participants and determine those who would be objective, favorably disposed or negatively disposed to a CIA recruitment advertisement. This affords the leader the flexibility to either expose the advertising to the entire group or to select those whose responses he feels would be valid.

In order to obtain optimum results from the method, two or three group sessions, consisting of eight to ten people each, are desirable. A single session is difficult to evaluate because it does not allow for a control. The information obtained would, most likely, be revealing but it is not sufficient to make generalizations to the target market universe. Two or three sessions allow the trained researcher to evaluate and correlate group and individual reactions with greater reliability.

Due to the specific nature of the participants required, very specialized recruitment procedures are needed to assure appropriate group composition and to avoid undesirable participants. Two possible sources with whom arrangements could be made are executive placement companies and private health clubs. Some executive placement companies will allow access to their files for purposes of research. This is an ideal source of participants who may or may not currently be working, but who do have work experience. Based upon information contained in resumes we would be able to hand pick potential group members, many of whom would be intrigued by the idea of participating in a research project on recruitment procedures. Private

health club members in cities are frequently employed, relatively young and ambitious persons with the energy and spirit to devote time to keeping in shape after work rather than going directly home. An arrangement could be made whereby a recruiter could approach club members to find suitable participants for the focus groups.

Each focus group can be composed of persons recruited from one source or from a combination of sources.

The sessions can be held in New York, Washington, D. C., or another location designated by the CIA, and if desired, they can be observed.

The estimated cost is \$2800 to \$3300 per session, which includes writing of topic guide/question outline; trained leader fees; written analysis of sessions; recruitment of participants; incentives to participants and sources; facilities rental; snacks for participants. For approximately \$200 additional, each session can be videotaped.

Internal Copy Testing

An informal method of testing copy is to expose the advertising to recently recruited CIA personnel to elicit their comments. This method would be most valid if utilized with employees who were recruited through past advertising in order to determine if the proposed copy would have provided greater motivation to apply or would have deterred application to the CIA. These employees might also provide feedback on what, if anything, additional should be included, or what should be excluded from the copy because it is misleading.

Split Run Advertising

This is a method of evaluating the actual pulling power of an advertise-

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ment . One newspaper is selected and one version of an advertisement is inserted a single time. Time is allowed to receive all responses and then another version of the advertisement is inserted in the same newspaper. The two versions are then evaluated on the basis of quantity and quality of responses elicited.

There are other research methods available to evaluate copy, such as man-in-the-street interviewing, but the nature of the "Young Professional" target audience and the need for selectivity of respondents, makes these methods unreliable.

We recommend using a combination of three testing methods. First, copy should be evaluated within the CIA, both by recently employed staff and by those who are ultimately responsible for the campaign. Copy should then be refined as suggested by CIA internal comments and presented in focus group sessions. Finally, two or three versions of the advertisements (one of which should include CIA in the headline, and one of which should not), reflecting comments from the two pre-publication testings, should be evaluated using the split-run method.

MEDIA STRATEGY AND RECOMMENDATIONS

The target audience has been defined as those persons with work experience who are seriously considering a career, or employment, change. The most efficient way of reaching this market is through the medium to which they refer first for job information - the display employment advertisements in newspapers. These advertisements are recognized as the best source of information about employment opportunities, particularly for non-technical jobs. The newspapers we are recommending have been chosen based upon population centers of industry and institutions of higher learning.

The editorial environment and reader use of consumer magazines makes them inappropriate for a recruitment campaign of this nature. In addition, advertising rates are extremely high and are not justified by the amount of waste circulation which would occur.

There are, however, two magazines which we recommend for consideration in the media schedule: MBA and Juris Doctor. Each of these magazines has a guaranteed circulation of 160,000 and is sent to young professionals between the ages of 22-39, including working professionals and graduate level students. In addition to the guaranteed circulation, the magazines are distributed to a limited number of faculty and administration on campuses, corporate executives and older attorneys. We believe that the readership of these two magazines includes a number of persons with the qualifications and the personal goals of the ideal CIA applicant.

Recommended newspapers are:

<u>Newspaper</u>	<u>Edition/Section</u>	<u>Line Rate</u>
THE WALL STREET JOURNAL (National)	Tuesday/The Mart	\$18.52
THE JOURNAL OF COMMERCE	Tuesday/Back Page	\$ 2.00
BOSTON GLOBE	Sunday/Business	\$ 3.85
CHICAGO TRIBUNE	Sunday/Business	\$ 6.49
DALLAS NEWS	Sunday/Business & Finance	\$ 1.65
DETROIT NEWS	Sunday/Business	\$ 4.37
HOUSTON CHRONICLE	Sunday/Business	\$ 2.12
LOS ANGELES TIMES	Sunday/Career Opportunities	\$ 5.70
MINNEAPOLIS TRIBUNE	Sunday/Business & Finance	\$ 4.10
NEW YORK TIMES	Sunday/Business & Finance	\$ 7.50
PHILADELPHIA INQUIRER	Sunday/Career Opportunities	\$ 6.12
SAN FRANCISCO EXAMINER & CHRONICLE	Sunday/Business	\$ 4.60
SEATTLE TIMES	Sunday/Business & Finance	\$ 2.46
TULSA WORLD	Sunday/Financial	\$ 1.64
WASHINGTON POST	Sunday/Professional Opportunities	\$ 5.25

Recommended magazines are:

<u>Publication</u>	<u>Issued</u>	<u>Space</u>	<u>Rate</u>
MBA	Monthly, except combined July/Aug.	1/3 PBW or 1/6 PBW	\$960 \$492
JURIS DOCTOR	Monthly, except combined July/Aug.	1/3 PBW or 1/6 PBW	\$960 \$492

(1/3 PBW: 4 5/8" x 4 7/8"; 1/6 PBW: 2 1/8" x 5")

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SECTION II: CREATIVE WORK

Se 2001/08/22 : CIA-RDP81-00142R000700060005-7

DATE

August 2, 1978

W. O. NO. CI-5176

PUBLICATION Newspapers

COPY FOR: CIA

ISSUE nk

HEADLINE: A career in the CIA
What's in it for you?

COPY: A whole lot more than any other career offers if...

you like public service...

to be in the thick of world events...

to travel abroad (even better you've lived abroad)...

to work alongside bright, creative dedicated people...

and you like to be paid well, have security, and generous retirement pay.

We require that you be a U. S. citizen, have a college degree, foreign language aptitude, be willing to live abroad, moved around, and at times under hardship conditions.

We prefer that you have done some traveling and have two to three years work experience. Starting salary is commensurate with your experience.

Having read this far, and you believe that there's "a lot in it for you" in the CIA, and you meet our requirements, then it would be well worth your while to send your resume to:

SIGNATURE: Central Intelligence Agency
Dept. A, Room 821, PO Box 1925
Washington, D. C. 20013

An Equal Opportunity Employer
(Women and Minorities are encouraged to apply)

DATE August 3, 1978

W. O. NO. CI-5176

PUBLICATION Newspapers

COPY FOR: CENTRAL INTELLIGENCE AGENCY ISSUE ms

HEADLINE: Intelligence takes a lot more than intelligence
And it gives more too.

COPY: Sure we need bright people, but we are looking for more.
We need people with drive, enthusiasm and a desire to serve.

We require a bachelor's degree and prefer people with fluency in a foreign language. (An aptitude for linguistics may be sufficient.) Candidates who have lived abroad and have 2-5 years of experience are preferred.

For those who measure up, and we're very selective, we offer training that makes them well-rounded, well disciplined and well respected.

Starting salary is from \$13,662 to \$18,834 (depending on experience). The positions are related to national security, so U. S. citizenship is a must. So is a willingness to move and live abroad.

All of the Federal employment benefits are offered and something else, too. A real challenge.

And real satisfaction.

SIGNATURE: Send your resume to:
Central Intelligence Agency
Dept. A., Room 821
PO Box 1925
Washington, D. C. 20013

An Equal Opportunity Employer M/F
(Women and minorities are encouraged to apply)

2001/08/22 : CIA-RDP81-00142R000700060005-7

DATE August 3, 1978

W. O. NO. CI-5176

PUBLICATION Newspapers

COPY FOR: CENTRAL INTELLIGENCE AGENCY ISSUE ms

HEADLINE: If the challenge isn't great, neither are the rewards.

COPY: The CIA requires a very special kind of person.
Because there is a very special kind of job to be done.

For openers, a candidate should be imaginative, creative, resourceful, sensible and well-disciplined. Foreign language skills are helpful, but an aptitude towards learning languages is essential.

But above all, we require dedication.

Our job requires a bachelor's degree, and a willingness to live abroad and work in a foreign environment. It requires the ability to put up with hardship.

But what the job offers is very special.

It offers outstanding training, the opportunity to travel and a chance to serve the United States in a unique and meaningful way.

SIGNATURE: Send your resume to:
Central Intelligence Agency
Dept. A., Room 821
PO Box 1925
Washington, D. C. 20013

An Equal Opportunity Employer M/F
(Women and minorities are encouraged to apply)

W. O. NO. CI-5176

PUBLICATION Newspapers

COPY FOR: CENTRAL INTELLIGENCE AGENCY

ISSUE ms

HEADLINE: You make us your first commitment
and we'll make you ours.

COPY: Unlike many other jobs, the CIA requires loyalty,
dedication and commitment.

And unlike many other employers, the CIA delivers
a loyalty, dedication and commitment to you.

Not many people measure up to our standards. We are
looking for people who have lived abroad. People with
2 - 5 years of work experience. People with bachelors
degrees, drive, enthusiasm and a desire to serve.

We are looking for people who are imaginative, creative,
resourceful, sensible and well-disciplined. Fluency in
a foreign language is desired but an aptitude for language
may suffice.

Being as demanding as we are, we know the value of can-
didates who can measure up to our stringent standards.

We know they're rare.

So we treat them in a very special way. We train them in
a very special way.

If you feel that you're special and want to do something
special with your career...investigate intelligence.

SIGNATURE: Central Intelligence Agency
Dept. A., Room 821
PO Box 1925
Washington, D. C. 20013

An Equal Opportunity Employer M/F
(Women and minorities are encouraged to apply)

W. O. NO. CI-5176

PUBLICATION

COPY FOR: CENTRAL INTELLIGENCE AGENCY ISSUE ai

HEADLINE : Open your mind
to the CIA.

COPY: Few "jobs" offer you the satisfaction of a career with the Central Intelligence Agency. You are at the hub of world events. You work with dedicated people in other fascinating fields. You are part of a highly-motivated organization that is vital to our country and our policy-makers. You are paid well and you retire on a generous and secure income.

In turn, we expect more than the ordinary "worker". You should be people-oriented, have drive and enthusiasm for service. You must have a bachelor's degree and a good academic record. If required, you should be willing to live and work abroad in a foreign environment, at times under conditions of hardship. While fluency in a foreign language is desirable, if you score well on a foreign language aptitude test and are willing to study a language, it will be acceptable. Preference is given to those who have lived abroad and have 2 to 5 years' work experience in a given field.

Starting salary commensurate with experience. Normal U.S. Government fringe benefits, U. S. citizenship required. Applicants will be investigated to determine eligibility for security clearances. Send resume to:

Central Intelligence Agency
Dept. A, Room 821, PO Box 1925
Washington, D. C. 20013

An Equal Opportunity Employer
(Women and minorities are encouraged to apply.)

STATINTL

se 2001/08/22 : CIA-RDP81-00142R000700060005-7

DATE August 2, 1978

W. O. NO. CI-5176

PUBLICATION

COPY FOR: CENTRAL INTELLIGENCE AGENCY ISSUE ai

Open your
eyes to the
CIA.

You may have a
future in foreign
intelligence.

CIA.
It may
surprise
you.

Are you good enough
to make it in the
CIA?

Intelligence.
It requires
all kinds of
intelligence.

Can you picture
yourself in the
CIA?

CIA
needs
your
brain.

A job - or
a career?

CIA.
Don't knock
it till you've
tried it.

Instead of a
job, have a
career in the
CIA.

CIA.
It's not
for everyone.

Have you an
aptitude for
foreign affairs?

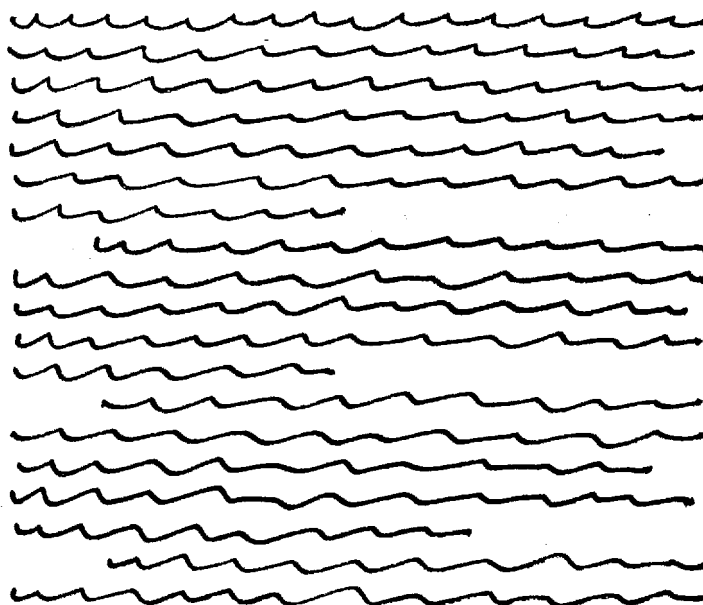
Do you have the
intelligence to
be in Intelligence?

Attuned to
international
matters?

Me in the
CIA?

Central Intelligence Agency
Dept. A room 821 P.O. Box 1425 Washington D.C.
(~~~~~)

Open your mind to the CIA.



Central Intelligence Agency
Dept A room 821 PO Box 1925 Washington DC.

()

Central Intelligence Agency
Dept. A room 921 P.O. Box 1925 Washington D.C.
(~~~~~)